Pace shares insights and lessons learned with Team APG managers



This is the last article in a professional development series highlighting distinguished speakers at APG.

By ADRIANE FOSS

Editor, APG News

The United States' 16th Chairman of the Joint Chiefs of Staff shared his thoughts on leadership with APG supervisors and managers

during a Dec. 13 session at the Myer Auditorium.

More than 200 employees listened raptly as Gen. Peter Pace, the first Marine appointed to the nation's highest-ranking military office, discussed how decisions are made at the highest echelons of government, a day in the life of a chairman, mistakes made and lessons learned, and what keeps him awake at night.

Pace said he was unsure of the fate of organizations when it came to a potential sequestration, but "I honestly believe that C4ISR is going to be spared from major cuts because it is a force multiplier.

"That doesn't mean there won't be some downsizing," said Pace. "I don't know that for a fact, but I've

See TEAM APG, page 6

Despite retiring, tech director advocates for ATEC

ATEC Public Affairs

After a "fairly typical" start right out of college working for the government, Brian Simmons didn't aspire to be in the Senior Executive Service. In fact, it took him several years to even develop a love for the Army and sink his heart into his career.

"In high school my dad was an SES, and I am very proud of him for that," said Simmons, who served his last day as the U.S. Army Test and Evaluation Command's executive technical director Dec. 14. "You couldn't have told me that this [being an SES] would be fun or cool when I was a teenager."

Luckily for the Army, Simmons' love for the service and his career grew exponentially, and has lasted more than three decades. Early in his career, Simmons worked for the U.S. Army Ballistic Research Laboratory before moving on to the U.S. Army Materiel Systems Analysis Activity in 1984. There he was an evaluator for infantry antiarmor weapons systems.

"After about six years, I realized this job was both fascinating and rewarding," he said. "It was a 'Be all you can be' Army then and that took over for me. AMSAA unleashed me to realize my

See SIMMONS, page 10



Photo by Yvonne Johnson

The joy of giving

From left, Annette Sanders and Nancy Goucher of Army Community Service look on as Sgt. Ernesto Garcia of Kirk U.S. Army Health Clinic rolls out a box of gifts for his four children courtesy of the Holiday Gift Program. APG Soldiers and Family members benefited from large offerings from local donors who wanted to help make the holidays a little brighter for Soldiers and their Families, Sanders said.

It's nice to SHARE

PEO C3T Public Affairs

It's nice to share. In fact we've all been taught from a young age that sharing is an important aspect to getting along in society. Well, some members of the Aber-

deen Proving Ground Senior Leader Cohort Program are trying to take sharing to a new level.



T h e Perkins

Senior Leader Cohort Program is a yearlong program specially designed to cultivate and grow future leaders for APG. A major program tenet is action learning, also known as learning by doing. The APG Community-Based project requirement within the Cohort curriculum gives students an opportunity to learn by doing while returning something of benefit to the APG community.

To execute their projects, students are divided up into small groups. Five students are developing what is known as the APG Seeking Help through Available Resource Exchanges (SHARE) community based project.

APG SHARE project manager, Kyle Perkins from Program Executive Office Command, Control, Communications-Tactical (PEO C3T), Project Manager (PM) Mission Command, explains

See SHARES, page 6

CSSC "Spirit of Thanks" shares holiday greetings with Wounded Warriors

Story and photo by **TERRI KALTENBACHER** Garrison Public Affairs

The Chesapeake Science & Security Corridor (CSSC) held its third annual Spirit of Thanks Tour at Fort Belvoir, Va. Dec. 17. The representative group of more than 20 different APG community organizations brings together military and civilian community leaders in government, industry and education to show their thanks for military service members and their families.

Command Sgt. Maj. James Ervin from APG Garrison, and Harford County Executive David Craig, served as the group's ambassadors, making an

Family fun at **Winterfest**

Jaya Coats, 7, and Erin Marvel, 7, admire gingerbread houses during Winterfest, the annual holiday celebration hosted by Family, Morale, Welfare and Recreation, held at the APG North (Aberdeen) recreation center Dec 11. The gingerbread houses were categorized into age groups for a gingerbread competition. **SEE PAGE 4 FOR STORY**

Photo by Rachel Ponder



See TOUR, page 11

WEATHER



46°|44°

INDEX Pg 2 Street Talk Pg 6 ... Mark Your Calendar Pg 11 At your service



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MORE INSIDE

Community celebrates holidays with Winterfest APG shares gift of life during Army-Navy blood drive PAGE 4



APG News staff wishes readers happy holidays

page 7



ChalleNGe Academy graduates 98 during **Completion Ceremony**

page 5

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STREET TALK

If you could add only one item to a holiday gift box for a deployed **Soldier what** would it be?

A bible. We should be spiritually ready at all times whether deployed or not. Just look at what happened in Connecticut last week.



Sgt. Olayiwola Kugblenu Kirk U.S. Army Health Clinic

Toiletries. The body spray with the sponge comes in handy. When I was deployed the PX was always out of them so we had to use bar soap.



Staff Sgt. Randolph Miguel **KUSAHC**

A group of us just sent a package to a friend. We sent cookies, candy canes, cards and other things because we wanted him to feel remembered and not left out.



Jody Owens Army Substance Abuse Program

Music. Like the Rod Stewart Christmas CD because I think it's a nice CD. It just came out and he does a lot of collaborations with different art-

ists.



Marty Setren KUSAHC

Season's greetings from U.S. Army **Installation Management Command**

immortalized in carols as "the most wonderful time of the year," and it is for the Army's home. It's a wonderful time to be part of U.S. Army Installation Management Command. We have an incredi-

ble workforce and mission.

Ours is a diverse team made up of Soldiers, civilians and family members. The IMCOM team hails from every corner of the globe, with differing cultures and beliefs -- all united in the service of others. It's just the right mix to support troops, provide programs and offer world class customer service to the best trained Army in the world.

Whether anticipating Christmas, Kwanzaa, Hanukkah or time among family and friends during this holiday season know that you are a valued member of the team. Command Sergeant Major Rice and I can never thank you enough for the life of service and sacrifice you've chosen and for the opportunity to share that with you here at IMCOM, the Army's home.

Whether anticipating Christmas, Kwanzaa. Hanukkah or time among family and friends during this holiday season know that you are a valued member of the team.

> We hope that this holiday season provides opportunities for reflection, recreation and renewed commitment to improvement. Team, we've accomplished a lot in the last ten years --developing our workforce, being good stewards of financial and environmental resources, improving the quality of life in Army communities worldwide. IMCOM is a world class operation because of you.

Our mission is complex -- a job that is 24 hours a day, seven days a week. While some can rest briefly, others may not. Remember your teammates who will be manning facilities, serving chow to deployed troops or helping newly arrived families find lodging. This is the essence of what we do every day -provide a quality of life commensurate with their quality of service.



Now more than ever is the time to remember your family and extended Army family as well -battle buddies, co-workers and the person next to you now. As you travel or attend celebrations, be mindful of your actions and surroundings, keeping safety and responsibility to your teammates and families in mind.

We wish you and your families a happy holiday season, prosperous New Year and look forward to starting 2013 with each member of this team, ready, resilient and committed to the next step in enhancing the lives of our Soldiers. Army strong!

Lt. Gen. Mike Ferriter and Command Sgt. Maj. **Earl Rice**

Holiday wishes and thanks from senior commander

want to start off by wishing you and your families 'Happy Holidays' and by conveying two other very important words we don't use nearly enough – 'Thank You.' I want to thank each and every one of you for all you do for Aberdeen Proving Ground, for our Army, and for our Nation.

The holiday season is traditionally a time when we reach out to the family and friends who are the foundation of our strength; when we reinforce our own faith and resilience; and when we look forward to the opportunities of a new year.

In the coming days, as you and I take time to be with those who are closest to us, I know you will never forget our deployed service members who remain far away from their own families. This is the 12th consecutive holiday season that our fellow Soldiers, Sailors, Airmen, Marines and Coast Guardsmen are not at home with those they love, but in combat to protect the Nation they serve. I would ask that you continue to keep them in your thoughts and prayers.

In addition, many of our APG team members and their families continue to overcome the challenges that Hurricane Sandy brought to communities along the Eastern seaboard. Further, I know that we all grieve with the families of those affected by last week's tragedy in Newtown, Conn. Especially during this time of year, events like these remind us of the importance of com-



I want to encourage all of you to take time during the holidays to focus on those things we all know are so important and which make this time of year

special and meaningful: Family, Friends, Faith and Community.

munity, the importance of helping our neighbors, and the importance of holding dear the moments we have with the ones we love.

At APG, we can all take pride that 2012 was yet another year marked by extraordinary achievement. Day in and day out, it was your hard work and your dedication that continued to support and sustain the Army and our warfighters. Our missions all across Team APG's 'Communities of Excellence' are complex and demanding. They require the commitment of talented professionals like yourselves for their success. What you do is not easy; however, it is vital to our Nation's defense and I'm honored to serve alongside you.

Because you do so much of our Nation's hard work, I want to encourage all of you to take time during the holidays to focus on those things we all know are so important and which make this time of

year special and meaningful: Family, Friends, Faith and Community.

I hope many of you will have the chance to travel to see your families, or will welcome them into your homes as they travel to see you. Wherever your holiday takes you, I'd ask that you keep your safety and the safety of those you love foremost in mind. In fact, the U.S. Army Combat Readiness Safety Center has a great website with lots of tips on trip planning and seasonal safety at https://safety.army.mil/ - check it out before you or your family hit the road for the holidays.

From my wife Monique and me to every one of you and all of your wonderful families - Merry Christmas, Happy Holidays, and have a joyous and safe New Year.

Maj. Gen. Robert S. Ferrell

Commander, U.S. Army Communications-Electronics Command & Aberdeen Proving Ground

APG SEVEN DAY FORECAST

Thurs

46°|44°







42°|33°





40°|33°





APG NEWS

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Deadline for copy is Thursday at noon for the following Thursday's paper.

Staff

APG Commander Maj. Ge	en. Robert S. Ferrell
APG Garrison Commander Col. Gr	regory R. McClinton
Acting Public Affairs Officer	Pat Beauchamp
Editor	Adriane Foss
Contract Photojournalists	Yvonne Johnson
	Rachel Ponder
Graphic Designer/Web Designer	Nick Pentz
Website www.apg	gnews.apg.army.mil

Garrison Town Hall meeting highlights funding and common levels of support

By **RACHEL PONDER**

APG News

Aberdeen Proving Ground Garrison Commander Col. Gregory McClinton addressed the APG community during the quarterly Garrison Town Hall meeting at the post theater Dec. 13.

McClinton opened the meeting stating that he is getting a lot of feedback through the Interactive Customer Evaluation System or ICE, and that senior leaders recognize that the garrison team is accomplishing a significant amount of work with the limited resources they have.

"They go out of their way to let me know how good of a job you are doing," he said. "Your work is being appreciated by the senior leaders around the installation."

McClinton said that the Installation Management Command is reinstituting Common Levels of Support, which will ultimately mean that the same services will be provided at every installation. McClinton said that will mean some manpower realignment, and some services will be downsized due to reduced funding.

"In some cases, this will limit some of the services you can provide to the customer," he said.

He added that there will be an extensive marketing campaign implemented around the installation so that customers will know what are the benefits and challenges associated with CLS.

He talked about discussions in the media regarding Base Realignment and Closure for 2015 and said that while IMCOM has not formally announced a BRAC for 2015, 21 Army installations have been tasked with doing an enhanced preliminary assessment; APG is not one of the installations that have been asked to do this assessment.

McClinton also addressed stress in the work force. He asked attendees to reach out to co-workers who exhibit



Photo by Yvonne Johnson

Directorate of Public Works employee Albert Deciccio asks the only question during the Garrison Town Hall meeting at the Post Theater Dec. 13.

signs of stress and refer them to agencies that provide support.

"It's important that we all pull for one another," he said. "And there are a lot of resources out there."

APG Deputy Garrison Commander Glenn Wait briefed the audience on awards based on performance appraisals. He said that he will be working more closely with supervisors to make sure that employees know what is expected of them, and how they can earn awards.

"You supervisor owes you time to sit down and talk about what they expect from you," he said.

When the meeting was opened for questions, one attendee asked if the installation policy that requires individuals to wear reflective belts or vests when walking, running or biking on the installation is being enforced. McClinton replied that it is his responsibility to revise the policy and enforce it. He added that the Directorate of Public Works is in the planning process of constructing a four-mile track around the installation, with the goal of getting people off the road.

Visit APG News online at www.apgnews.apg.army.mil

Community celebrates during holiday fest

Story and photo by **RACHEL PONDER**

APG News

Community members got into the holiday spirit with crafts, caroling, stories, games and more during Winterfest, the annual holiday celebration hosted by Family and Morale, Welfare and Recreation, held at the APG North (Aberdeen) recreation center Dec 11.

The event kicked off with Santa arriving by fire truck, followed by a tree lighting ceremony hosted by APG Garrison Commander Col. Gregory McClinton and APG Command Sgt. Maj. James Ervin. Monique Ferrell wife of APG and CECOM comander Maj. Gen. Robert Ferrell, and two military Families assisted with lighting the tree.

"The Joyous Voices" singers, dressed in Dickens period costumes, greeted patrons as they entered the facility, and continued to stroll and serenade attendees throughout the evening

"This holiday season, take time to remember the Soldiers, civilians and contractors who are deployed," McClinton said. "We wish you safe travels, and look forward to seeing you in the New Year."

After the tree lighting, puppeteer Jack Foreacker put on a show, delighting the audience with songs like "Jingle Bell Rock," "I'm Getting Nothing for Christmas," and "Let it Snow."



(From left) Carolers from Joyous Voices, John Scheeler, Rhonda Robinson, Shannon Miller-Lutz and Scott Frutchey, spread holiday cheer during the Winterfest celebration held at the APG North (Aberdeen) recreation center Dec 11.

Hoppin Hawks, a precision jump rope team from Harford County, also caught the audience's attention with their choreographed group routines, which included partner challenges, long rope tricks and Double Dutch.

Throughout the event, attendees made cards that will be sent to deployed Soldiers, created ornaments, participated in games like pin the nose on Rudolph, Snow Flake Toss

and more. Attendees competed in the that they enjoyed the Family friendgingerbread house and the Ugly Holiday Sweater Contest. Children also had the opportunity to meet and take a picture with Santa and visit Candy Land to fill their stocking.

The event concluded with a reading of "The Night Before Christmas" by Glenn Wait, deputy garrison commander.

Afterward, attendees remarked 11, also assisted in lighting the tree.

"My children were so happy to have the honor to turn on the Christmas tree," said military spouse Fatina Williams, about her children Bryce, 5, and daughter, Morgan, 4. "They can't wait to tell their father.'

Military spouse Terri Wallace and her children, Josh, 15, and Hannah,

APG community shares gift of life during blood drive

By ADRIANE FOSS

Editor, APG News

Team APG joined 10 other military installations last month to participate in an Army-Navy blood drive challenge, which coincided with the renowned annual Army Navy game.

During the Nov. 29 blood drive at the APG North recreation center, 79 useable units were collected and will go toward saving lives and supporting troops during war and peace time, according to Victoria Fernette of the National Naval Medical Center, Armed Services Blood Bank

To put things in perspective, Fernette explained that 20 military bases in the United States, Japan, Germany and the National Capitol Area "are responsible for contributing blood products on a weekly bases to the

No matter how active or quiet things may be on the battlefield, the need for blood does not stop.

Victoria Fernette, National Naval Medical Center, Armed Services Blood Bank Center

needs of our wounded down range."

Fernette said blood is needed for wounded warriors who are transported to the nearby Walter Reed National Military Medical Center for recovery, follow up surgeries, and ongoing care. But it's not limited to troop care.

"Blood supplied by donors such as those from APG, can be used for dependant care, retirees and veterans," she explained. "Veteran, retiree and dependent care include surgeries, cancer patients, mothers giving birth and accident victims.

The Armed Services Blood Pro-

gram is the official blood program for the United States Military Forces. On a local level, the program is the sole supplier for blood used at Walter Reed National Military Medical Center, Malcolm Grove Hospital, Andrews Air Force Base and Fort Belvoir Community Hospital.

Garrison HHC Commander Capt. Martizabel Mustafaa helped coordinate the APG blood drive and called it a huge success.

"APG had the most participants for Army installations," she said. "Our thanks go out to all the organizations that allowed their employees to participate. The APG community as a whole stands ready to help our troops in theater and we look forward to more successful drives next year." said Mustafaa.

"No matter how active or quiet things may be on the battlefield, the need for blood does not stop," said Fernette. "Please share your good health and one hour of your time in support of those who sacrifice so much for you."

To learn more about the Armed Services Blood Program or to schedule an appointment, visit www.militaryblood.dod.mil. Interaction with staff members and ASBP updates are also available at www.facebook.com/militaryblood. Questions about donating, including eligibility, e-mail Fernette at Victoria.L.Fernette.civ@health.mil.

ChalleNGe cadets talk transformation, self improvement during completion ceremony

Story and photo by **YVONNE JOHNSON**

Hundreds of family members and guests watched as 98 cadets who successfully met the requirements of the Maryland National Guard's Freestate ChalleNGe Academy marched across the stage to receive their certificates during a Completion Ceremony at the Post Theater Dec. 15.

The mission of the National Guard Youth ChalleNGe Program (NGY-CP) is to intervene in and reclaim the lives of 16 to 18-year-old high school dropouts, producing program graduates with the values, life skills, education, and self-discipline necessary to succeed as productive citizens.

Guests of the ceremony, which is conducted similar to a high school graduation, included, Maj. Gen. James A. Adkins, Adjutant General for the state of Maryland; Major General Errol R. Schwartz, commander, Joint Force Headquarters, District of Columbia National Guard; and guest speaker Maj. Gen. Leslie C. Smith, commander of the U.S. Army 20th Support Command (CBRNE).

Acting director Susan Wierzbicki gave welcoming remarks.

During his remarks, Smith offered himself as an example of what can be accomplished through hard work and perseverance, noting that he received his second star just 90 days prior on the very same stage.

'You have learned about the Army values; those values are the core of what we are; the blueprint of our future and they will help you maintain the self-discipline you learned here, "Smith said to the cadets.

He told them to challenge themselves by maintaining their core values and encouraged them to work toward their goals.

"Surround yourself with people who think like you," he said. "Whatever is in your past does not determine your future. I guarantee you will succeed in life if you take what you've learned here and apply it to your everyday lives."

The ceremony included the awarding of thousands of dollars in scholarships from area schools, community service organizations and businesses. They included nine \$10,000 schol-



Cadets from the Maryland National Guard's Freestate ChalleNGe academy celebrate after receiving their certificates during the Completion Ceremony at the Post Theater Dec. 15.

arships from Lincoln Tech and one \$5,000 scholarship from Harford Community College.

Cadet spokespersons Octavia Thompson and Derrick Randall shared personal accounts of their formerly "undisciplined" lives, and credited the academy with bringing about a positive change.

Thompson said she lacked discipline, respect for authority and had an overall bad attitude. She said all that faded away from her first day at the academy.

"Right at the beginning the cadre took over, telling us what to do and what to say," she said. "Freestate taught us to rely on ourselves. We learned how to march but we also learned to focus on others. And for the first time in our lives we began to care about education and our future.'

She said she has gained confidence in the life decisions facing her and that she plans to join the military or go to college.

"More than anything I learned discipline and self control," she said. "We're all glad we came to Freestate to better our future. They helped us become better individuals.'

Randall, who hails from Harford County said the most significant transformation for him was his loss lenge. I'm so glad I stayed. I now feel of more than 100 pounds. He said he weighed 410 pounds when he first He added that he wants to become

heard about the academy in 2011. "I looked into it and learned they did everything I did not want to do, he said, adding, "I feared failure."

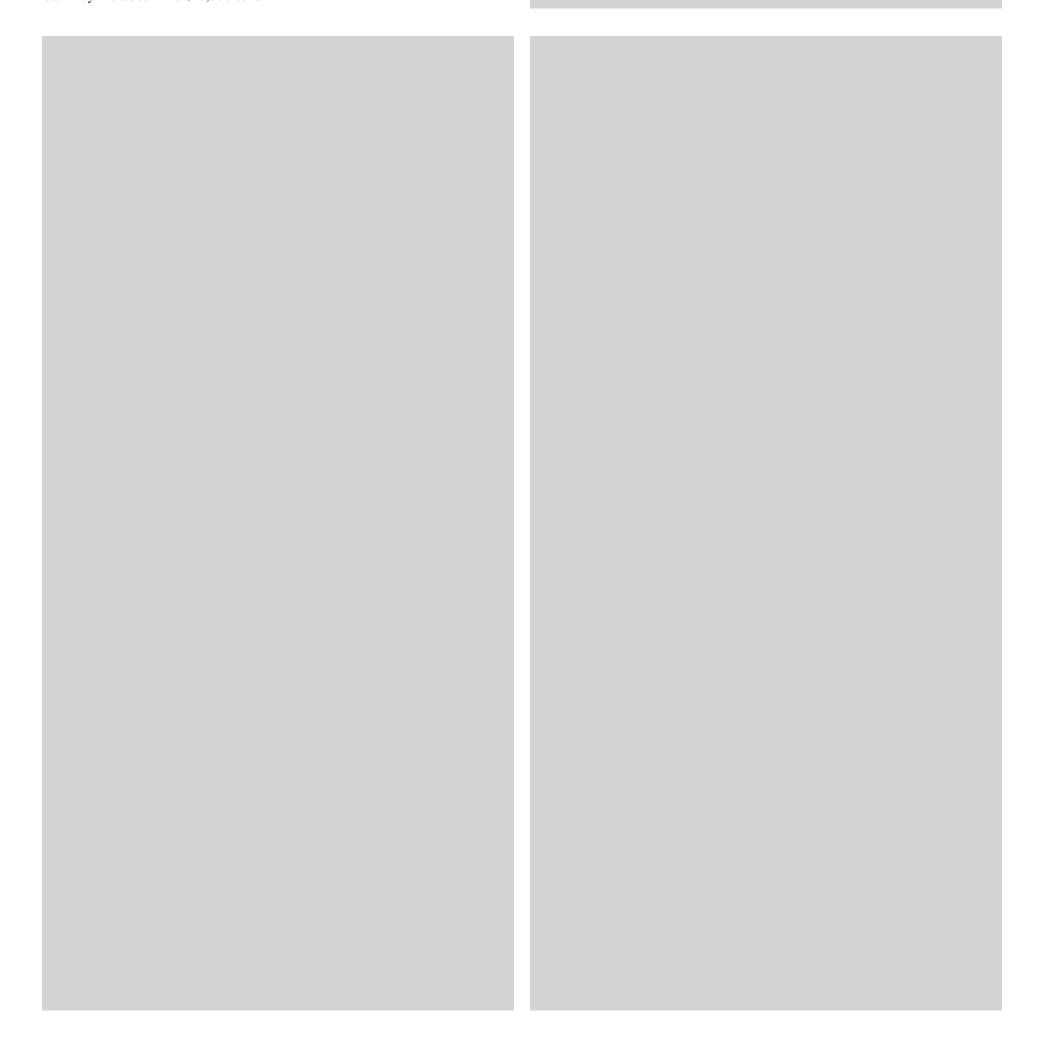
From the beginning, however, he gained confidence, he said.

"My mother and my grandmother had faith that I was up to the chalI'm on my way to a healthier future."

a psychiatrist to help young people like himself.

"Thanks to the academy cadre and staff we all made it," he said.

The Maryland Defense Force Band provided the program's music and Chaplain (Maj.) Jonathan Morse presented the invocation and benediction.



MARK YOUR CALENDAR

NEW YEAR'S CELEBRATION CANCELLED

The APG NewYear's Eve at Top of the Bay event has been cancelled. For information, contact Emily Myers, MWR marketing assistant at 410-278-7952.

THURSDAY DEC. 20 SAME MEETING SET

The Society of American Military Engineers Chesapeake Post December meeting will be at the Wetland Golf Club in Aberdeen at 11:30 a.m. This month's featured speaker is Tim Whittie, Harford County DPW, who will present "Harford County Watershed Implementation Plan and the Impacts to the County." Register at http://www.same-chesapeake.org. Call 410-638-9699 for information.

INTRAMURAL BASKETBALL

Register by Dec. 20 to participate in intramural basketball. Games are played Mondays and Thursdays at 6, 7, and 8 p.m. at Aberdeen Proving Ground North and South. Call 410-278-4011/4907 at APG North or 410-436-2713 at APG South for more information, or email usarmy.APG.imcomfmwrc.list.usag-mwrsports@mail.mil.

YOUTH CENTER FINE ARTS EXHIBIT

Creative APG youth can participate in the annual Fine Arts Exhibit, an art competition open to eligible APG North (Aberdeen) youth center members in conjunction with the Boys and Girls Clubs of America.

Artwork must be entered in age groups 6 - 9, 10 - 12, 13 - 15, and 16 - 18 in the following categories:

Monochromatic Drawing; Multicolored Drawing; Pastel; Watercolor; Oil or Acrylic; Printmaking; Mixed Media; Collage; Sculpture; and Group Project. There is no theme or age designation for the Group Project.

All artwork must be submitted to Evette Griffen not later than Thursday, Dec. 20. For contest rules and guidelines, contact Griffen at 410-278-9061.

For more information, contact Norma Warwick, facility director, APG North (Aberdeen) youth center, at 410-278-9059, e-mail norma.a.warwick. naf@mail.mil.

MONDAY DEC. 24 CHRISTMAS EVE SERVICE

All are invited to the Christmas Eve candlelight service and cantata at the APG North main post chapel. Call 410-278-4333 for information.

THROUGH DEC. 29 CFC DEADLINE EXTENDS

The 2012 Combined Federal Campaign (CFC) has been extended until Dec. 29. If you would like to give to a great cause, see your activity coordinator or key worker and obtain a paper pledge. Or donate online at CFCNEX-US.org. Contact Tom Johnson at 410-278-6456 or thomas.g.johnson5.civ@mail.mil for information.

WEDNESDAY

JAN. 9 URBAN LINE DANCE

Join in urban line dance lessons at the APG North recreation center 6 to 7 p.m. Class size is limited, so register early! Register by Jan. 9. For information or to register, visit the ticket counter at the recreation center or call 410-278-4011/4907 at APG North, or visit the APG South recreation center, Bldg. E-4041 or call 410-436-2713.

USMC HERITAGE AWARDS

The Marine Corps Heritage Foundation is accepting submissions for its annual awards program. Each year the foundation presents awards honoring

outstanding, creative work of individuals in preserving Marine Corps history, traditions and culture.

Marines, civilians and retirees can submit their own entries or the work of others. All winners receive a \$1,000 cash prize, a medallion and a commemorative brick along the Semper Fidelis Memorial Park pathway at the Marine Corps Heritage Center.

Awards will be presented during the foundation's annual ceremony April 20, 2013. Submission deadline is Jan. 9, 2013. E-mail submissions to Susan Hodges, vice-president of administration, Marine Corps Heritage Foundation, at hodges@marineheritage.org.

Mailed submissions should be sent to Susan Hodges, c/o Awards Program, 3800 Fettler Park Drive #104, Dumfries, VA 22025. The 2013 Awards Program Submission Form must accompany all submissions.

For information, contact Hodges at 703-640-7961, e-mail hodges@marine-heritage.org, or visit http://www.marineheritage.org/Awards.asp; click on "Programs" then "Awards."

SATURDAY JAN. 12

CYSS ORIENTATION DAY

Parents and teens will learn about the Hired Apprenticeship Program for teens ages 15-18, from 10 to 11 a.m. Parents must attend. Accepting applications for the fall term now. To register, visit Central Registration, Bldg. 2503, from 7:30 to 10:30 a.m. or call 410-278-7479/7571 to schedule an appointment.

SUNDAY

JAN. 27 GOSPEL TOUR COMING SOON

APG MWR and Army Entertainment presents the 2013 United as ONE Gospel Tour featuring James Fortune, Vashawn Mitchell, Leandria Johnson and Zacardi Cortez, hosted by Shucky Ducky. Open to the public. Tickets on sale soon. Check for updates at www. apgmwr.com.

ONGOING UFOOD GRILL OFFERS CALL-IN, ONLINE ORDERS AND CATERING

Want healthy fast food? Avoid the wait by calling in orders at the UFood Grill Main Exchange location, 443-345-1542, or the C4ISR, Bldg. 6010 location, 443-345-4663. Orders will be ready for pick-up in 10 minutes or less.

The Bldg. 6010 UFood Grill also offers online ordering. Place an order by visiting **www.ufoodgrill.com**, select APG, and designate a time for pick-up.

Planning an event? UFood Grill offers lunch box meals, sandwich, cookie, and muffin platters, and will deliver. For more information, call General Manager Abdel Warrad at 617-962-7114.

COMMUNITY VOICE COMMITTEE

The newly-formed Community Voice Committee needs volunteer members! The CVC meets bi-monthly on the last Monday of the month and is chaired by Col. Gregory McClinton, APG garrison commander. The committee is dedicated to enhancing the quality of life for all APG residents and employees. If you are a Picerne housing resident or a civilian employee working at APG (both Edgewood and Aberdeen area representatives are needed), and would like to be part of this committee, please contact Karen Dern at karen.a.dern4.civ@mail.mil. The next meeting is scheduled for Jan. 28.



Team APG managers hear leadership lessons

Continued from Page 1

got to believe that if cuts are coming, cuts to C4ISR will be much less than elsewhere."

On leadership, he urged management to talk to subordinates and ask them if they believe what they do in the organization is valuable.

"And as they look at you—the leadership—and the leadership above you, would they like to be like you?" said Pace. "Do they want to have your life, do they want to have your boss's life, because the truth of the matter is, unless you're a CEO or commanding general, you are not going to change the culture of that organization. [The organization] is going to change you, as you are immersed in its day-to-day

"Your subordinates need to understand that and embrace that," he said. "And if they don't understand that, you need to help them understand, because if they don't want to be like you or your bosses, they are in the wrong spot, because over time they will become you."

He highlighted the importance of honest mistakes, speaking your mind, obeying orders and moral boundaries.

"When you talk to your subordinates, you should encourage them to set their moral compass now, and understand it... There are things out there that are going to constantly [tempt] you, and if you don't go to work knowing who you want to be the next day, it gets a little dicey."

Pace said employees who have the

You don't have to be the smartest guy on the block. But if you try to be a caring leader, your folks will do some amazing things.

Retired Gen. Peter Pace - Former Chairman of the Joint Chiefs of Staff

courage to offer honest opposing viewpoints, "without being aggressive or antagonistic are worth their weight in gold.

"If I want to know as a general officer how brilliant I am, I can tell myself that in the morning, in the mirror. What I need are the folks who work with me, and for me, to tell me my baby is ugly, when my baby is ugly" said Pace. "We need the lieutenants and captains and majors who really know what's going on, to tell the generals, who are trying to do the right thing, what's really happening. We need you, at CECOM, to tell the boss what it is that you see different from him or her."

He called taking care of the "folks in your charge," a "sacred obligation." Pace suggested leaders spend a few minutes a day developing relationships, talking to workers about something other than work.

"The truth is, if an employee realizes the boss is a caring leader, when they run up against day-to-day friction while carrying out the mission, they will take personal risks to get the mission done because they know what their boss wants," he said. "And they know they aren't going

to get killed for making a mistake. They'll really want to be a part of that organization."

Pace said the real reason you take care of your folks is because it's the right thing to do, but the result is your organization will end up performing far beyond what you could possibly expect.

"You don't have to be the smartest guy on the block. But if you try to be a caring leader, your folks will do some amazing things."

In closing, Pace addressed one of his greatest concerns—cyber warfare. "You can take a lap around the

"You can take a lap around the planet, to all the hotspots in the world, and none of that—while I was on active duty, or now—keeps me up at night. Because I know, if the United States chooses to, it has the ability to do something about it. Except in one area, and that is the area of cyber attacks and cyber defense."

Having addressed cyber warfare issues with the president of the United States, Pace said he knows America's offensive capabilities, but says the nation is ill prepared to defend itself in case of a catastrophic cyber attack.

"The advent of cyber weapons is having the same impact on relations between nations as the advent "The advent of cyber weapons profit organization that mento trains disabled veterans for care the financial services industry."

of nuclear weapons. The difference is that nukes were used and, thank God, have not been used again for the last 60-plus years.

Cyberweapons, on the other hand, are being used "thousands of times every single day."

"We, as a nation, are uniquely vulnerable," said Pace. "Everything that you work on that has a computer or the Internet applied to it, is exposed. It is not just a military problem. It's a national security problem," said Pace, noting the risks to banking, air and rail systems, the flow of natural resources and telecommunications.

He warned the audience that it could be as few as five years before terrorists have the power to, "reach in and turn off the power in Aberdeen for as long as they want. When they can, they will."

He said the nation must strengthen its defenses against cyber attacks, and that "folks at CECOM and Fort Meade are going to be big players" in this type of warfare.

Pace answered several candid questions from the audience before departing. His visit was the last in a six-part speaker series hosted by CECOM. He was booked by CECOM through the Washington Speaker's Bureau, a lecture agency that provides some of the world's most renowned leaders and experts.

Pace noted that the speaking fee paid by CECOM will be donated to the Wall Street Warfighters, a nonprofit organization that mentors and trains disabled veterans for careers in the financial services industry.

SHARE helps level the workload across APG

Continued from Page 1

how SHARE will work, "let's say that you are a Government manager and you don't have the resources to accomplish your mission. What are your options? You could hire, but maybe your need is short term. No sense bringing on new employees. You could contract, but maybe you don't have a readily available contract option. You could outsource the task to another APG organization... but, to whom? Who do you know that might have extra capacity? How can you find them?"

That's where APG SHARE comes in. APG SHARE is a webenabled milBook product that facil-

itates resource and collaborative exchanges to accomplish our missions. Here is an example. Let's say your organization needs an electrical engineer to serve on a team to support a three month project. To fill this requirement using APG SHARE you would post a request to the APG SHARE milBook page (https://www.milsuite.mil/book/ groups/apg-share). Once your posting is up and available for all to see, another APG organization, after seeing your request, might realize that they could satisfy your need from within their ranks or have a creative solution to your challenge.

At that point they would respond with a proposal for your review.

Perkins also explained that, "From a material developer's perspective, APG SHARE will enable our PM to work more collaboratively across the APG instillation to solve some of our toughest resource challenges."

The function of the APG SHARE is to let a "buyer" and a "seller" know of each other's existence. After the contact is made, it falls to the organizations to work details involving people, task execution and funding.

Project facilitator, Kevin Duvall from the Chemical Material Agency says, "APG SHARE is long over-

due... many organizations experience ebbs and flows of workload. SHARE can help level the workload across APG".

Other APG SHARE team members include Steve Norman from Edgewood Chemical Biological Center, Karen Bowen from Joint Program Executive Office Chemical and Biological Defense and Jim Horchner from Army Materiel Systems Analysis Activity. They say, "Hooah! Let's go SHARE!"

The APG SHARE site is up and running now and everyone is encouraged to sign up at https://www.milsuite.mil/book/groups/apg-share.



Photo by Wendy LaRoche

Season's Greetings from the staff of the APG News

With the final issue of the APG News for 2012, the APG News staff wishes all a joyful holiday season and a Happy New Year! See you in 2013! (From left, back) Rachel Ponder, contract photojournalist; Pat Beauchamp, acting public affairs officer; and Adriane Foss, APG News editor. (From left, front) Yvonne Johnson, contract photojournalist and Nick Pentz, contract graphic/web designer.



Holiday worship schedule

AA CHAPEL (Aberdeen Area) **CATHOLIC MASS**

Sun, Dec 23.....4th Sunday of Advent 0845 Mon, Dec 24.....Christmas Caroling 2330 Mon, Dec 24.....Midnight Mass 2400 Tues, Dec 25......Christmas Mass 0845 Sun, Dec 30.....5th Sunday of Advent 0845

Mon, Dec 31.....Holy Day/Obligation 1730 Tues, Jan 1.....Holy Day/Obligation 1145

PROTESTANT WORSHIP

Sun, Dec 23.....4th Sunday of Advent 1015 Sun, Dec 30.....5th Sunday of Advent 1015

GOSPEL WORSHIP

Sun,	Dec 23	Dance/Drama	Play	1200
Sun,	Dec 30	.5th Sunday of A	dvent	1200
Mon	, Dec 31	Watch Night Se	rvice	2200

EA CHAPEL (Edgewood Area) **CATHOLIC MASS**

Sat, Dec 22	Stable Liturgy 1700
Sun, Dec 23.	4th Sunday of Advent 1045
Tues, Dec 25	5Christmas Day Mass 1045
Sun, Dec 30	5th Sunday of Advent 1045
Tues Ian 1	Holy Day/Obligation 1200

PROTESTANT WORSHIP

Sun, Dec 23.....4th Sunday of Advent 0915 Sun, Dec 30.....5th Sunday of Advent 0915



Drive sober or get pulled over

By CINDY SCOTT

ASAP

Drive Sober or Get Pulled Over is a nationwide impaired-driving prevention campaign that runs now through Jan 1, 2013.

The campaign was implemented by the National Highway Traffic Safety Administration to stop impaired driving and to save lives during the holiday season. According to the National Highway Traffic Safety Administration, during December 2010, 2,597 people lost their lives in motor vehicle traffic crashes, and 30 percent (775) involved an alcohol-impaired driver.

Holiday celebrations offer a perfect opportunity to enjoy a good time with family and friends. Soldiers, Family members, and civilians must be proactive and have a responsible plan if choosing to drink. Whenever your social plans involve alcohol, make plans so that you don't drive after drinking.

The staff of the Army Substance Abuse Program reminds the entire APG community to "Use a DES-IGNATED DRIVER" or "DRIVE SOBER"! For everyone's sake, BE RESPONSIBLE.

Contact ASAP for more information at 410-278-DRUG.

Spotting a drunk driver

If you see a car doing any of the for no reason. following things, there may be a drunk driver at the wheel.

- Weaving (across center lane, onto the shoulder).
- Swerving.
- Almost striking a vehicle or other object.
- Unusually wide turns.
- Driving without headlights at
- Driving in opposing lanes or the wrong way on a one-way street. ■ Slow response to traffic signals
- (slow start, fast stop). ■ Driving substantially below the
- speed limit. ■ Accelerating or varying speed ASAP at 410-278-DRUG.

■ Stopping for no apparent

If you think you have spotted a drunk driver, do NOT attempt to stop the vehicle. Follow from a safe distance, take down the license plate number, description of the vehicle and the direction in which it is traveling and the road, pull over and call area law enforcement officers. Your ASAP office reminds you to please make responsible choices.

For more information contact Cindy Scott at 410-278-4013, Cynthia.M.Scott4.civ@mail.mil or



Col. Thomas Aarsen, from the Army Evaluation Center, and APG Installation Chaplain (Lt. Col.) Jerry Owens help set up a wooden nativity scene in front of the Main Post Chapel Dec. 18. Members of the Knights of Columbus Corpus Christi Council No. 6188 along with volunteers from the Main Post Chapel assisted in the project. The **Knights of Columbus** donated the nativity scene as a show of appreciation to the United States military.

Photo by Rachel Ponder

CID special agent recovers stolen MRAP parts, criminal sentenced

APG News

Former Assistant Special Agent in Charge of Aberdeen Proving Ground Criminal Investigation Command Office, Briggon Bobb, assisted in recovering stolen property - approximately 2,740 pounds of machined aluminum Mine Resistant Ambush Protected outrigger component parts valued at \$104,421. Bobb led an aggressive investigation, using stateof-the-art investigative techniques. The efforts of Bobb, the APG CID team, and the Assistant United States Attorney not only resulted in the recovery of the stolen parts but the arrest and charging of Ronald Phillips Baker, an APG employee from Havre de Grace, in May. Baker pled guilty to the crime and was sentenced on Dec. 12 to one year home detention with electronic monitoring as part of his five-year probation and was ordered to pay restitution of \$25,732.38.

Simmons shares thanks, praise on retirement

Continued from Page 1

potential and development, and prepared me for interaction with the Pentagon."

It was that preparation and subsequent participation in interactions that allowed Simmons to make his mark between Aberdeen Proving Ground and "downtown," catapulting him to various positions at both APG and the Pentagon.

Simmons, as humble as they come, never accepted job opportunities out of desire for a higher income. Instead, he was steadfast in his belief about perfecting the mission. In 1988, he joined the former Test and Evaluation Command (now ATEC) as the chief of Test Business Operations, a position he held until transferring to the Pentagon in 1996.

"I started at the technical bench level of proficiency and converted to management leadership," he said. "It kept snow balling – getting richer and deeper and more rewarding.'

Simmons returned to APG in 1998 reflecting on a time when decisions were being made on how to orient testing and evaluation. Before Base Realignment and Closure, multiple commanders governed different pieces of the U.S. Army Test and Evaluation Command, he said. A vision of consolidation was offered during those years, but never took hold due to poor timing and different ideals.

"We were doing the right thing and doing it well, but not as a unified team," he offered. "After many years, we've achieved consolidation and we continue to evolve."

Part of that evolution, he added, is reflected in the recent dedication of the ATEC headquarters building to Walter W. Hollis; an event Simmons considers the "crowning jewel" on his last day in service. Hollis served the test and evaluation community for more than five decades and is known as the "grandfather of test and evaluation." In true spirit, Simmons redirected his comments to showcase Hollis, his vision and achievements for Army T&E.

"Recognizing the guy who had the vision out front by dedicating the ATEC building in his name is an honor," he said. "Mr. Hollis had the vision of integration long before we achieved it.'

In two years Simmons and ATEC Command General Maj. Gen. Genaro Dellarocco implemented the vision that changed the path of ATEC. "We've turned this command around immensely from where it's been," Simmons said. "ATEC's strategic direction is pointing very differently than the prior decade achieving excellence in who we are.'

The highlight of Simmons' career was this revolution of the command's realignment. ATEC is a command full of the technical staffs and talent to make the change work, Simmons said confidently.

He said he was happy to have Rob-



Photo by Robin Boggs

From left, ATEC Commanding General Maj. Gen. Genaro Dellarocco presents Brian Simmons and his wife Karen a flag that was flown over the U.S. Capitol in honor of Simmon's nearly 33 years of federal civil service; 14 in the Senior

ert "Bob" Carter coming in as acting executive technical director for ATEC until a permanent fill can be announced by the Pentagon. "He's the right guy at the right time to carry the command to the next level."

The changes in the command didn't come without challenges. Simmons openly described the challenge that ATEC still struggles to overcome - the emotional ties of the combined workforces.

"It's not technical," he said, referring to the vast technical expertise of the workforce. "We will have to lean on each other as a unified operation in the times ahead. We must integrate as a team to get through it."

The headquarters current structure is in its infancy, but the commands consolidated within it, have long legacies. "We establish roots and communities and cultures in this business. Economics and politics play a huge role in what we do," he offered. "The Army says change, but it's not the same as casing the colors; it has the emotional ties of legacy work.'

He perceives the challenge for ATEC will lie with the workforce and its ability to let down its guard about who they used to be and reflect on who the Army needs them to be. "The business process should remind us that before we spend even one dollar, we need to ask, 'Can someone else do this in the command more effectively and efficiently?"

Maintaining relevance

Simmons admits that ATEC is not done changing, but it is on a process path to get there and time will bear it out. In fact, he is proudest of getting this formation integrated at the top to set the stage for completing integration throughout the command. "It's about having the right skills and talent to make sure that happens," he said. "This place is ready to rock and roll; as I leave, it will do even better."

And it must. After all, the command is the direct connection to the quality of the products and systems Soldiers receive.

'Some would suggest you can do it [provide quality] without testing,' offered Simmons. "But there's an independent aspect to what we do that is key.

Soldiers should not have anything to hold back their fighting capability; we're something like their insurance plan," he said. "We ensure that what they're going to receive in theater is effective and survivable, so they don't have to worry about something going wrong with the equipment."

Simmons argues that to frame the independent advice offered by ATEC, user and acquisition viewpoints must

be separated otherwise it's biased. "We have expertise from armor protection to chemical-biological and beyond. Where else would you test over land to intercept incoming threats?" he asked. "Only at ATEC. So much of what we do can't be replicated; someone has to prove it out.'

The reality of where ATEC sits, said Simmons, is that the command sits at the head of the table for every acquisition decision to provide independent advice on what's not quite right about systems considered for acquisition. "We have the powerful responsibility to advise the Army and the Office of the Secretary of Defense on the capabilities of systems for the warfighter."

That responsibility ultimately requires ATEC to be integrated across its activities and test centers and be culturally ready to lead itself into the future. "Are we ready for that?" asked Simmons. "I know the answer is 'yes.'

According to Simmons, ATEC's mission is an enduring one for the Army. "There's no technical challenge we can't overcome," he said. "Expertise flows from start to finish on a program, and when you marry that with the Army's deepest analytical well in AEC, ATEC remains a powerhouse for the long haul."

Parting wisdom

As the new guard comes in, Sim-

mons has a few thoughts to offer.

"Maintain openness and transparency on all issues," he encouraged. "With budget cuts and proposed civilian reductions as the likely course ahead, we should focus on the strategic end of where the command wants

Continuing emphasis on interdependence is critical, said Simmons. Interdependence is a top priority for Dellarocco, and it's critical that the executive technical director support interdependency in the command's strategic plan. "The technical director sets the strategic vision for the command ensuring that all information and expertise are integrated to support our products," he said. "Looking at what we can do is vital for success.'

And while the leaders set the direction, Simmons also understands that without the workforce none of the excellence could be achieved. A hard charger, he notes that he rarely "stays in the moment" and constantly points out the things the workforce needs to evolve rather than stating, "thank you."

"Here we've changed so much, and I haven't paused to say thank you enough," Simmons admitted. "Thank you all. I really have been blessed with almost all my career here."

More importantly, Simmons wants the ATEC workforce to know they're relevant and very much needed today.

"Your mission is enduring, the Army will always need what you do," he shared. "You represent the epitome of what public service is about, and it's been my privilege to have been a part of your team."

Balancing appreciation

Simmons had hoped to quietly retire to his farm, but the command staff at ATEC wasn't about to let him sneak out the back door. With all the hoopla, he said he remains humbled and isn't sure things are in balance.

"I appreciate it," he said. "It feels out of balance. I'm of the belief that the Army deserved everything I could give it and then some. I feel that way even as I leave, and that is what made me dig in and work."

It's likely that Simmons will dig in and work on other more personal priorities during retirement, such as building his long-awaited log cabin and spending much deserved time with his family. He won't be resting too long, however, he'll be going back to work in the private sector. "I'll be working with longtime acquaintances and friends I'm met throughout my Army career, I just expect it to be at a different pace.'

After 32 years of government service, Simmons is retiring at a time when he's most fulfilled.

"As I leave, I realize I just got a little farther along than some," he said. "I'm tremendously fulfilled that it's [the command] pointed right – it took a long time to pull it off."

MCVET provides shelter, education for vets

RACHEL PONDER

APG News

Army Veteran Stephonie Johnson is on the road to recovery, thanks to the Maryland Center for Veterans Education and Training, located in Baltimore, Md.

Established in 1993, MCVET is a non-profit organization that provides housing, classes and training to enable homeless veterans and other veterans in need with comprehensive services that will enable them to rejoin their communities as productive citizens. MCVET uses a military structure model, which encourages individual accountability, self-discipline, organization and team work. Students are expected to meet certain standards, including abstaining from drugs, while in the program.

"Veterans have come as far as Alaska for our services," said the Director of Development and Administration Roslyn Hannibal-Booker. "There is no other program like MCVET in America.'

Johnson, who struggled to find a steady job after leaving the military, turned to drugs to self-medicate. After a period of homelessness, Johnson came to MCVET after receiving detoxification treatment at the VA Medical Center.

"This is a safe haven for me," said Johnson who was accepted into the program last month. "The counselors help you recover mentally as well as physically and emotionally. They are working on you as an individual.

Hannibal-Booker said that 90 percent of homeless veterans come to MCVET with a history of drug abuse. Another 80 percent also come to the center with health related issues including Post-Traumatic Stress Disorder and Traumatic Brain Injury. During the information and referral process, MCVET ensures that its residents receive quality care for these problems.

"All residents have access to health care services, regardless of their discharge status," Hannibal-Booker said.

Johnson, who is currently in the first phase of the MCVET program, attends therapy sessions and addiction recovery classes daily. She also works with a mentor who helps outline her employment and education goals. In fact, education is such an important focus of the MCVET program that residents are referred to as

The program is structured so that



Marine Veteran Lewis Watkins, a student enrolled in the Maryland Center for Veterans Education and Training program, folds clothes in the center's laundry room. MCVET is a non-profit organization that provides housing, classes and vocational training to enable homeless veterans and other veterans in need with comprehensive services that will enable them to rejoin their communities as productive citizens.

groups of students, platoons and squads, are accountable to each other, their fellow platoon members, and the designated platoon leadership. Students are expected to meet certain standards while they reorder their lives, preparing to return to the community.

Johnson said that she thrives on the military structure, and the camaraderie of working with fellow veterans. In fact, she made MCVET history by becoming the first female squad leader.

After Johnson finishes the first phase, or Emergency Phase, she will move on to the Transitional Housing Program, a two-year phase. During this phase, students work and receive specialized training in vocations such as heating and air conditioning, accounting, information technology, and mechanical trades. They also have the option of attending college at nearby schools. During the Single Room Occupancy Phase, veterans live in apartments and pay rent and other bills.

"My educational goal is to earn a

bachelors degree," Johnson said. "Even though it is hard to be away from my Family (in Virginia) I know that when I am finished I will regain my sense of pride, and all that I have lost." Marine Corps veteran Michael

Price, from Havre de Grace, Md., turned to MCVET to help him with his own substance abuse problems.

"I used the military to get away from my heroin addiction," he said. "But my problems were waiting for me after I returned."

Price said that a family friend encouraged him to better his life by applying to MCVET's program. Price was admitted in July.

"This program changed my life," he said. "I am working on myself, building a foundation for recovery and building a relationship with God. I am in an apprenticeship, improving my job skills . My ultimate goal is to be an electrician."

In addition to the Emergency, Transitional and Single-Room Occupancy Programs, MCVET has a Dav Drop-In Facility, available from 9 a.m. to 4 p.m., which offers shelter, shower facilities, crisis intervention and case management for veterans.

About MCVET

MCVET accepts any veteran who has served over one hundred and eighty days of active duty, as well as any veteran who served three months of war time service or a veteran who was injured while in basic training, regardless of time served. Applications for intake are accepted Tuesdays and Thursdays 1:30 to 3:00 p.m. and the last Saturday of each month from 8 a.m. to noon. Individuals must apply in person.

MCVET accepts monetary donations and gifts in-kind throughout the year. For more information on how to help, visit www.mcvet.org.

MCVET is located at 301 North High Street, Baltimore. Md. 21202. For more information call 410-576-9626 or visit the MCVET Facebook page at https://www.facebook.com/#!/ MCVET.Baltimore?fref=ts.

Meet Health Promotion Officer. Wendy LaRoche of the U.S. Army Public Health Command. As the installation health promotion officer, LaRoche serves the entire APG community. She also serves on the Community Health Promotion Council where leaders of all levels work to promote health within the workforce and the community.

LaRoche said the CHPC is a team effort led by APG Senior Leader Maj. Gen. Robert Ferrell and Garrison Commander Col. Gregory McClinton. Examples of the team effort include CHPC- sponsored community health fairs, free immunization shots at Kirk U.S.





Wendy LaRoche Health Promotion Officer

Army Health Clinic, organization slim-down challenges and the recent Suicide Stand Down Day which required the collaboration of several organizations.

"There is a growing sense of com-

munity forming and that is definitely attributed to our leadership," LaRoche said. "But we are not there yet. We must foster trust, belief, hope and support at all levels."

"The best part of my job is the peo-

ple," she added. When we need speakers for our health promotion events, we don't have to reach too far. Discovering the hidden talents is what I enjoy most."

LaRoche said that those who wish to learn more should visit the CHPC website at www.apg.army.mil/apghome/sites/commander/chpc/healthpromotion.cfm.

"The CHPC website has a wealth of information and we plan to make it better for 2013," she said.

For more information, or to volunteer your services, contact LaRoche at 410-278-1153 or e-mail wendy. laroche@us.army.mil.

Tour offers view of support provided to Wounded Warriors

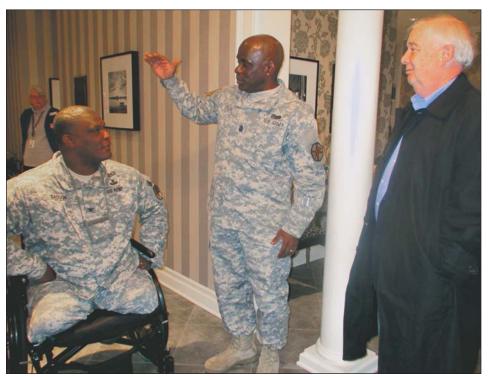
Continued from Page 1

early morning departure from the HEAT Center in Aberdeen via motor coach bus.

"This tour is our opportunity to bring positive energy to those who need it the most. APG wants to show our Warriors how much we care about them and how much we respect their service to our nation," said Ervin.

"Through the generous donations of Freedom Federal Credit Union, Shaffer, McLauchlin and Stover, and Susquehanna Bank, transportation and other logistical support was provided in coordination with the Harford County Chamber of Commerce," said Karen Holt, CSSC BRAC manager. Additionally, more than \$3,000 in restaurant and retail gift cards was distributed to Wounded Warriors and their Family members during the visitation. Gift card donors included AFCEA Aberdeen Chapter, McDonalds, Royal Farms, Mitre Corp., Conveyor Handling, Armed Forces Directory, and several individual contributions.

The three-hour tour began with an opportunity to meet Col. Gregory Gadson, the Garrison commander of Fort Belvoir and a bi-lateral amputee; a tour of the Fisher House facility that can accommodate up to 12 families; a tour of the new Fort Belvoir Community Hospital designed to help facilitate healing, and an overview of green



APG Garrison Command Sgt. Maj. James Ervin, center, and Harford County Executive David Craig, right, visit with Col. Gregory D. Gadson, garrison commander of Fort Belvoir at the Virginia installation, during the third annual Chesapeake Science and Security Corridor "Spirit of Thanks" tour Dec. 17. More than 20 representatives from the APG community distributed \$3,000 in donated gift cards to Wounded Warriors at the Fort Belvoir Community Hospital.

technologies that make the LEED Gold-certified facility more energy efficient; and a tour of the Warrior Pavilion and Warrior Transition Barracks (WTB).

The CSSC "Spirit of Thanks" Tour has visited both the former Water Reed Army Medical Center and the new Walter Reed National Military Medical Center in past

years. Where those tours focused more on amputees and prosthetics technology, the Fort Belvoir tour focused on such techniques as prolonged exposure therapy and canine therapy and behavior modification in response to post traumatic stress disorder (PTSD) and traumatic brain injury (TBI). Fort Belvoir is also using a holistic approach to healing with alternative treatments such as yoga classes, acupuncture, meditation and massage in conjunction with more conventional treatment methods. Health care providers are already seeing significant gains for Wounded Warriors who have experienced less visible injuries.

The state of the art facilities, coupled with the professional, enthusiastic staff members who explained the various departments and helped tour participants see the integration of technologies reaffirming the commitment to wounded Soldiers, Sailors, Airmen, and Marines.

In the spirit of the holiday season, the APG community embraced the spirit of gratitude for those who have made sacrifices for freedom, spread holiday wishes to military men and women, and reaffirmed the growing defense community's mission focus: the war fighter and the peacekeeper.